



Joint Task Force National Capital Region Medical **INSTRUCTION**

NUMBER 3000.01

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J-5

SUBJECT: Joint Operation Planning

References: See Enclosure 1

1. PURPOSE. This Instruction, in accordance with the authority in References (a) through (d), establishes the Joint Operation Planning policy and procedures for the Joint Task Force National Capital Region Medical (JTF CapMed) in accordance with Joint Publication 3-33; Joint Publication 5-0; Chairman of the Joint Chiefs of Staff Manual 3122 Series; and the Chairman of the Joint Chiefs of Staff Instruction 5102.2B (References (e) through (h)).

2. APPLICABILITY. This Instruction applies to JTF CapMed and all Joint Medical Treatment Facilities (MTFs) and Centers in the National Capital Region (i.e., Fort Belvoir Community Hospital, Walter Reed National Military Medical Center, and the Joint Pathology Center).

3. DEFINITIONS. See Glossary

4. POLICY. It is JTF CapMed policy to perform operation planning in accordance with standardized Joint Operation Planning Procedures, as delineated in References (e) through (g). Operation planning requires collaborative processes and frequent dialog between senior leaders and planners. Utilization of standardized procedures and products ensures the integration of JTF CapMed planning with plans and operations at all organizational levels.

5. RESPONSIBILITIES. See Enclosure 2

6. PROCEDURES. Planning will be performed using the Joint Operation Planning and Execution System (JOPES) and related Joint Operation Planning Process (JOPP), as mandated by Joint policy and regulation. Specific procedures are described in Enclosure 3.

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7. INFORMATION REQUIREMENTS. Joint operation planning produces briefings, reports, and plans in accordance with References (e) through (g). See Enclosure 4.

8. RELEASABILITY. UNLIMITED. This Instruction is approved for public release and is available on the Internet from the JTF CapMed Web Site at: www.capmed.mil.

9. EFFECTIVE DATE. This Instruction is effective immediately.



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Executive Director for Healthcare Operations
By direction of the Commander

Enclosures:

1. References
2. Responsibilities
3. Procedures
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Glossary

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ENCLOSURE 1REFERENCES

- (a) Deputy Secretary of Defense Memorandum, "Establishing Authority for Joint Task Force – National Capital Region/Medical (JTF CapMed) and JTF CapMed Transition Team (Unclassified)," September 12, 2007
- (b) Deputy Secretary of Defense Action Memorandum, "Civilian and Military Personnel Management Structures for the Joint Task Force National Capital Region – Medical," January 15, 2009
- (c) Comprehensive Master Plan for the National Capital Region Medical, April 23, 2010
- (d) Supplement to the Comprehensive Master Plan for the National Capital Region Medical, August 31, 2010
- (e) Joint Publication 3-33, "Joint Task Force Headquarters," February 16, 2007
- (f) Joint Publication 5-0, "Joint Operation Planning," December 26, 2006
- (g) Chairman of the Joint Chiefs of Staff Manual 3122 series, "Joint Operation Planning and Execution System (JOPEs)," January 27, 2009
- (h) Chairman of the Joint Chiefs of Staff Instruction 5102.02B, "Joint Doctrine Development System," December 4, 2009
- (i) JTF CapMed Directive 5000.02, "Joint Planning Group Charter," August 18, 2011
- (j) Joint Publication 3-28, "Civil Support," September 14, 2007
- (k) Joint Publication 1-02, "Department of Defense Dictionary of Military and Associated Terms," November 8, 2010 (as amended)
- (l) Joint Publication 3-0, "Joint Operations, Incorporating Change 2," March 22, 2010
- (m) Joint Publication 2-01, "Joint and National Intelligence Support to Military Operations," October 7, 2004
- (n) Joint Publication 2-0, "Joint Intelligence," June 7, 2007

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ENCLOSURE 2

RESPONSIBILITIES

1. DIRECTOR, J-5 PLANS AND POLICY. The Director, J-5 Plans and Policy shall:

a. Ensure that all operation planning is carried out using approved JOPES processes, in accordance with Reference (f), other than in exceptional circumstances specified by the Commander, JTF CapMed (CJTF).

b. Ensure that planning products are submitted to CJTF, or other senior leader such as the CJTF may designate, for review at the appropriate points in the planning process. At a minimum, these include:

(1) At the conclusion of the mission analysis for the development of the Commander's Intent.

(2) At the conclusion of the course of action (COA) analysis for COA selection by the CJTF.

(3) Upon completion of an Operation Plan (OPLAN) being written.

c. In coordination with the Executive Director for Healthcare Operations or other senior leadership, integrate events required for planning into the JTF CapMed headquarters (HQ) Battle Rhythm or Master Activities Calendar.

d. Establish Contingency planning priorities based on Commander's guidance and task to the Joint Planning Group (JPG) or J-5 Staff Planners.

e. Appoint a Chief, JPG, in accordance with JTF CAPMED-D 5000.02 (Reference (i)), who shall:

(1) Develop planning timelines for assigned planning efforts and ensure the successful completion of milestones.

(2) Assign JPG representatives to planning efforts as required.

(3) Perform contingency planning efforts within regular JPG meeting times to the maximum extent possible.

(4) Manage Crisis Action Planning (CAP) within the JPG for all operations beyond the Future Plans planning horizon (96 hours).

(5) Be prepared to facilitate CAP within the Future Operations planning horizon at the request of the J-3A Director.

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(6) Ensure the preparation of briefs, reports, and other documentation as required in Enclosure 3.

f. Assign planning tasks to the JPG or designate a Lead Planner, who shall:

(1) In response to planning assignments from the Director, J-5:

(a) Develop planning team manning requirements and submit to Director, J-5 for approval, and

(b) Submit planning timeline to Director, J-5 for approval.

(2) Schedule and direct assigned planning efforts.

(3) Ensure the preparation of briefs, reports, and other documentation as required in Enclosure 3.

g. Review plan manning requirements and timeline for all planning requirements assigned to Lead Planners and forward to appropriate Directors, Special Staff, and Subordinate Commanders.

h. Establish Joint planning training requirements for JTF CapMed HQ personnel.

i. Establish Joint planning training requirements for Subordinate Command Staff.

2. JTF CAPMED DIRECTORS AND SPECIAL STAFF. The JTF CapMed Directors and Special Staff shall:

a. Ensure compliance with Reference (i).

b. Coordinate Contingency planning requirements with the Director, J-5 Plans and Policy.

c. Designate action officers to participate in the Joint operation planning process as required, either as Directorate representatives to the JPG or in support of a Lead Planner.

3. JOINT MTF COMMANDERS AND CENTER DIRECTORS. The Joint MTF Commanders and Center Directors shall:

a. Submit all Unit-level operational plans to the Director, J-5 Plans and Policy for approval by CJTF or his or her designee.

b. Ensure compliance with Reference (i).

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- c. Coordinate Enterprise-wide contingency planning requirements with the Director, J-5 Plans and Policy, JTF CapMed HQ.

- d. Designate action officers to participate in the Joint operation planning process as required, either as Command representatives to the JPG or in support of a Lead Planner.

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ENCLOSURE 3PROCEDURES1. PLANNING DOCTRINE

a. Reference (g) directs that JOPES is to be used by the Joint Staff, combat support agencies, commanders of combatant commands, Services, sub-unified commands, joint task forces, and subordinate components of these commands, except when, in the judgment of the Commander, exceptional circumstances dictate otherwise. If a conflict arises between the contents of the JOPES instruction and the contents of other Joint or Service publications, JOPES takes precedence unless the Chairman of the Joint Chiefs of Staff (“the Chairman”) has specified otherwise (Reference (g)). In addition to Reference (g), all Joint doctrine approved by the Chairman is authoritative (Reference (h)).

b. Planning for joint operations is continuous across the range of military operations using the closely related, integrated, collaborative, and adaptive JOPES and the JOPP, as delineated in Reference (f). JTF CapMed organizes planning into long-, mid-, and near-term goals, conducting future planning, future operations planning, and current operations planning, respectively, to meet those goals.

c. Joint planning horizons will generally identify CURRENT OPERATIONS as relating to activities inside of 24 hours; FUTURE OPERATIONS as activities between 24 and 96 hours, and FUTURE PLANS as activities beyond 96 hours (Reference (f)).

d. The Commander is the focal point of decision making and execution during military operations, and will direct throughout operation planning. At regular points during the planning process, planners will participate in decision boards, chaired by the Commander or his or her appointed representative, to obtain CJTF direction on critical elements of the plan in development.

2. PLANNING PRIORITIZATION AND INITIATION

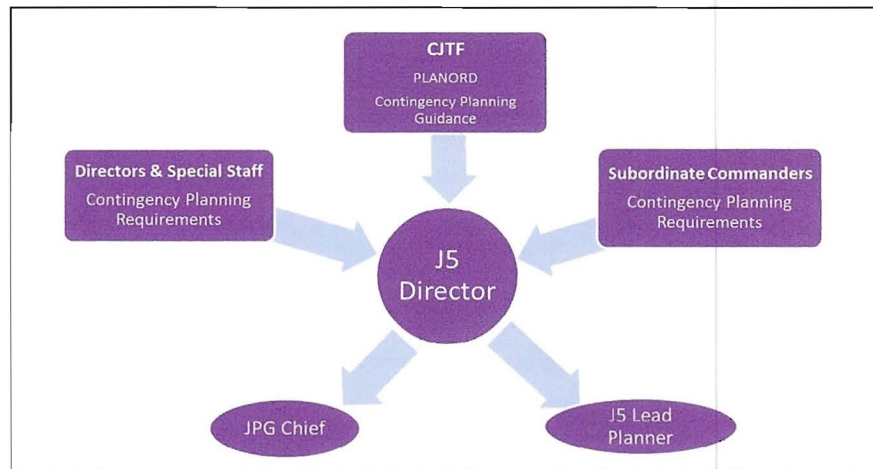
a. The focus of the JTF’s operation planning is development of plans and orders, as well as policy directives necessary to proper planning. Future planning processes and products generally require significant coordination with entities both internal and external to the JTF staff. They also generally require adequate time to integrate the work of this broader planning audience. Therefore, to a large degree future planning should take place in a collaborative environment with the necessary range of resident functional expertise.

b. CAP occurs at the direction of the CJTF, as a result of direction from higher authority or an emergency within the joint operations area (JOA) which requires immediate response. The majority of CAP will occur within the JPG, which may operate on a 24-hour basis until CAP is complete, in close coordination with the J-3A, Current Operations Division.

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c. Contingency planning can generally be performed within regular meetings of the JPG, or as managed by a Lead Planner appointed by the Director, J-5 Plans and Policy (Director, J-5). The J-5 will create planning priorities based on guidance received from the CJTF and requirements from Directors, Special Staff, and Subordinate Commanders. The Director, J-5 may also identify planning required by Joint or DoD policy and directives. Planning responsibilities will be assigned by the Director, J-5 either to the JPG via the JPG chief, or to appointed Lead Planners, based on the established priorities, workload, and degree of collaboration and coordination required. See Figure.

Figure. Planning Requirements Flow



d. Operation planning requirements assigned to the JPG will be managed by the Chief, JPG, who will establish a planning timeline; assign appropriate JPG representatives to the effort; request additional representatives as required from Directors, Special Staff, and Subordinate Commanders via the Director, J-5; manage planning process; provide final pre-decisional review of planning products; and arrange, through the Director, J-5, for the various decision boards established within JOPP to receive feedback and guidance from the CJTF.

e. Other operation planning requirements will be managed by the Director, J-5 through an assigned lead planner. The lead planner will develop planning team manning and project timeline recommendations to be approved by the Director, J-5. The Director will forward the manning requirements to the affected Directors, Special Staff, and planning sections of Subordinate Commanders; review planning products; and arrange decision boards with the CJTF for designated planning products.

3. BATTLE RHYTHMS

a. The JTF CapMed command battle rhythm should be deconflicted to facilitate staff representative and Liaison Officer participation in the JPG.

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b. The JTF CapMed operation planning battle rhythm is dependent on the type of planning being performed.

(1) Other than during CAP, the JPG should have regular meetings as required by the JPG chief; individual planning cells should meet, as coordinated by the lead planner, as necessary to meet the approved planning timeline.

(2) During CAP, the JPG will establish continuous operations until the required products are complete and approved. Various components or section representatives may be released when, in the opinion of the JPG chief, they are no longer required. Directorates should be prepared to relieve representatives as necessary to ensure continuous representation.

4. PLANNING PROCESS. Additional details of JOPP are described in References (f) and (g).

a. Mission Initiation. The potential for a military operation is recognized and, responding to either a Concept Plan or initial guidance from higher authority, planning begins.

b. Mission Analysis. The joint force's mission is the task or set of tasks, together with the purpose, that clearly indicates the action to be taken and the reason for doing so. The primary purpose of mission analysis is to understand the problem and purpose of the operation and issue appropriate guidance to drive the rest of the planning process. Although some steps of the mission analysis process necessarily occur before others, there is typically substantial parallel processing of information by the Commander and staff, particularly in a CAP situation. A complete discussion of the mission analysis process is contained in Reference (f). The planning group assigned the task will hold a decision board with the Commander to present the Mission Analysis brief and initial estimates. The CJTF will provide direction. The CJTF and staff can accomplish mission analysis through the following steps:

- (1) Determine known facts, current status, or conditions
- (2) Analyze the higher commander's mission and intent
- (3) Determine own specified, implied, and essential tasks
- (4) Determine operational limitations
- (5) Develop assumptions
- (6) Determine own military end state, objectives, and initial effects
- (7) Determine own and enemy's center(s) of gravity and critical factors
- (8) Determine initial Commander's Critical Information Requirements:
 - (a) Priority Intelligence Requirements nominated to the CJTF by the J-3A

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(b) Essential Elements of Friendly Information nominated by the J-3

(9) Review strategic communication guidance (when applicable)

(10) Conduct initial force structure analysis

(11) Conduct initial risk assessment

(12) Develop mission statement

(13) Develop mission analysis brief

(14) Prepare initial staff estimates

(15) Publish commander's planning guidance and initial intent

c. COA Development/Wargaming/Comparison

(1) A COA consists of the following information: what type of military action will occur; why the action is required (purpose); who will take the action; when the action will begin; where the action will occur; and how the action will occur (method of employment of forces).

(2) Development of a COA must focus on key information necessary for the CJTF to make decisions, using the data from mission analysis. The staff develops COAs to provide options to the Commander. A valid COA is one that is adequate, feasible, acceptable, distinguishable, and complete (Reference (f)).

(3) If time permits, the Commander or designated planners should wargame each tentative COA against the most probable and the most dangerous adversary COAs (or most difficult objectives in noncombat operations) identified through the Joint Intelligence Preparation of the Operational Environment process. Staff members who participate in wargaming should be the individuals who were deeply involved in the development of COAs.

(4) The Commander and staff develop and evaluate a list of important criteria, or governing factors; consider each COA's advantages and disadvantages; identify actions to overcome disadvantage; make final tests for feasibility and acceptability; and weigh the relative merits of each.

d. COA Approval. The staff determines the best COA to recommend to the Commander. The staff briefs the Commander on the COA comparison and the analysis and wargaming results, including a review of important supporting information. This briefing often takes the form of a Commander's estimate. The Commander selects a COA or forms an alternate COA based upon the staff recommendations and the Commander's personal estimate, experience, and judgment.

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e. OPLAN or Operation Order (OPORD) Development. Contingency planning will result in plan development, while CAP typically will lead directly to OPORD development. The majority of the process, however, is held in common between the two goals.

(1) Concept of Operations (CONOPS). The CONOPS clearly and concisely expresses what the Joint Force Commander (JFC) intends to accomplish and how it will be done using available resources, in sufficient detail so that subordinate and supporting commanders understand their mission, tasks, and other requirements, and can develop their supporting plans accordingly. The Commander, with the assistance of the assigned planning staff, determines the best arrangement of simultaneous and sequential actions and activities to accomplish the assigned mission consistent with the approved COA. Planners ensure that the CONOPS, force plan, deployment plans, and supporting plans provide the flexibility to adapt to changing conditions, and are consistent with CJTF intent. All involved in the planning process must be continually aware of the higher-level objectives and associated desired and undesired effects that influence planning at every juncture.

(2) OPLAN Development. The entire JTF-specific process for joint planning fits within the overall planning process from the President and Secretary of Defense to the Chairman of the Joint Chiefs of Staff, to the Combatant Commander (CCDR), and on down to the JTF. This process is generally especially close-knit between the CCDR and the JTF Commander. In the absence of an assigned CCDR, JTF CapMed is assumed to be in support of U.S. Northern Command for any operation within the area of responsibility, but outside of U.S. Military Facilities.

(a) Main and Supporting Efforts. When developing an OPLAN, the supported JFC should designate the main effort and supporting efforts as soon as possible. The main effort is based on the supported JFC's prioritized objectives. Designating the main effort will establish where or how a major portion of available friendly forces and assets are employed, often to attain the primary objective of a major operation. The main effort can change during the course of the operation based on numerous factors, including changes in the operational environment and how the adversary reacts to friendly operations. When the main effort changes, support priorities must change to ensure success.

(b) Force Planning. The primary purposes of force planning are to influence COA development and selection based on force allocations, availability, and readiness; identify all forces needed to accomplish the CONOPS; and effectively phase the forces into the JOA or into operational status. In CAP, force planning focuses on the actual units designated to participate in the planned operation and their readiness for deployment. The supported Commander identifies force requirements as operational capabilities in the form of force packages to facilitate sourcing by force providers' supporting commands. A force package is a list (group of force capabilities) of the various forces (force requirements) that the supported Commander requires to conduct the operation described in the CONOPS. The supported Commander typically describes required force requirements in the form of broad capability descriptions or unit-type codes, depending on the circumstances, and submits the required force packages through the Joint Staff to the force providers for sourcing.

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(c) Support Planning. The purpose of support planning is to determine the sequence of the personnel, logistic, and other support required to provide distribution, maintenance, civil engineering, medical support, and sustainment in accordance with the CONOP. Support planning is conducted in parallel with other planning, and encompasses such essential factors as executive agent identification; assignment of responsibility for base operating support; management of non-unit replacements; health service support; personnel management; financial management; theater civil engineering policy; logistic-related environmental considerations; and support of civilian evacuation operations and other retrograde operations.

(d) Deployment Planning. Deployment planning is conducted on a continuous basis for all approved OPLANs and as required for specific crisis action plans. In all cases, mission requirements of a specific operation define the scope, duration, and scale of both deployment and redeployment operation planning. Unity of effort is paramount, since both deployment and redeployment operations involve numerous commands, agencies, and functional processes. For a given plan, deployment planning decisions are based on the anticipated operational environment, which may be permissive, uncertain, or hostile. Supported CCDRs must develop a deployment concept and identify specific pre-deployment standards necessary to meet mission requirements. Supporting CCDRs provide trained and mission-ready forces to the supported combatant command deployment concept and pre-deployment standard. Services recruit, organize, train, and equip interoperable forces. The supported command is responsible for movement control, including sequence of arrival, and exercises this authority through the Time-Phased Force Deployment and Data and the JOPES validation process. The supported commander will use the organic lift and nonorganic, common-user, strategic lift resources made available for planning by the Chairman of the Joint Chiefs of Staff. Competing requirements for limited strategic lift resources, support facilities, and intratheater transportation assets will be assessed in terms of impact on mission accomplishment.

(e) Joint Reception, Staging, Onward Movement, and Integration (JRSOI). Effective integration of the force into the joint operation is the primary objective of the deployment phase. JRSOI planning is conducted to ensure an integrated joint force arrives and becomes operational in the operating area as scheduled. Following the initial plan development, deployment and JRSOI refinement is conducted by the supported command in coordination with Joint Staff, United States Transportation Command, the Services, and supporting commands. The purpose of the deployment and JRSOI refinement is to ensure the force deployment plan maintains force mobility throughout any movements, provides for force visibility and tracking at all times, provides for effective force preparation, and fully integrates forces into a joint operation while enabling unity of effort. This refinement conference examines planned missions, the priority of the missions within the operation phases, and the forces assigned to those missions.

(f) Transition Planning. Reference (f) describes transition as an orderly turnover of a plan or order as it is passed to those tasked with execution of the operation. In addition to military turnover, Civil Support operations, or any operation occurring within the authority of U.S. civil government, must ultimately result in the return of all responsibilities to civil authorities and the redeployment of military forces. Transition planning is based on completion of those CS tasks being accomplished by DoD forces, or unfinished mission assignments being transferred back to civil agencies at the Federal or State level. Early planning for this transition

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is key to ensuring that the military returns to its defense roles as soon as practicable in accordance with Joint Publication 3-28 (Reference (j)).

(g) Additional Considerations. Additional considerations and components of OPLAN/OPORD development are described in Reference (f), including shortfall identification, feasibility analysis, and refinement.

(h) Approval. The final OPLAN or OPORD, generally in the format detailed in Reference (g), is submitted to higher authority for approval. The supported Commander normally reviews and approves supporting plans; however, the Chairman of the Joint Chiefs of Staff may be asked to resolve critical issues that arise during the review of supporting plans, and the Joint Staff may coordinate the review of any supporting plans should circumstances so warrant. Contingency planning does not conclude when the supported Commander approves the supporting plans. Planning refinement and maintenance continues until the operation terminates or the planning requirement is cancelled or superseded.

ENCLOSURE 4

INFORMATION REQUIREMENTS

1. The Joint Planning process, especially during CAP, is a primary consumer of capabilities and requirements information, intelligence, and situational awareness reports. Its information inputs are primarily coordinated through staff section representatives and appointed liaison officers, and often take the form of a staff estimate, which encompasses most of the relevant information for the preparation of an OPLAN or OPORD. J-1 and J-4 estimate formats are included as Appendixes 1 and 2 to this enclosure. Other staff estimate formats appear in Reference (g), and a detailed description of the estimate process appears in Reference (f). Estimates are prepared by Directorate and Special Staff personnel, usually representatives assigned to the planning process, and must be reviewed and signed by the Director or equivalent.

2. When desired, specifics of the planning process, including specified and implied tasks, preliminary mission analysis, COAs for analysis, etc., can be formalized via a planning directive from the CJTF. The format for the planning directive is provided in Appendix 3.

3. Several products are associated with the conduct of Joint Planning, as delineated in References (f) and (g). Brief summaries of some of the major products are provided below.

a. Mission Analysis. Prepared for CJTF. Includes situation, specified and implied tasks, assumptions, proposed Information Requirements, and end state. The format for the written Mission Analysis is contained within the Commander's Estimate Format provided in Appendix 4. The Mission Analysis can be converted to a briefing as required by CJTF.

b. Courses of Action Brief. Prepared for CJTF. Brief analysis of possible concepts of operation, compared to mission-effectiveness criteria; to include recommended course of action. Includes Mission Analysis if not previously presented. The format for the Commander's Estimate is provided in Appendix 4.

c. Commander's Intent. Written description of the mission, goals, and end state as directed by CJTF CapMed in response to Mission Analysis/COA Brief. Released to subordinate units, supported commander.

d. CONOPS. Written in-depth description of activities to be undertaken to meet commander's intent and reach specified end-state. Generally incorporated into the OPLAN or OPORD, but may be sent separately to subordinate commanders, usually as a general text message. The format is described as part of the OPLAN Annex C in Reference (f).

e. OPLAN/OPORD. A complete description of concept of operations, supporting activities (e.g., logistics, legal, intelligence), and additional information necessary for the operation specified in the Commander's Intent. Consists of a base plan supported by a number of

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Annexes, generally prepared by Directorate and Special Staff representatives. Formats for the base plan and Annexes are provided in Volume 2 of Reference (f). Annexes must be approved and signed by the Director or equivalent prior to being incorporated into the OPLAN/OPORD.

4. Other reports and products may be produced, depending on what planning processes are assigned. Formats for other planning products will comply with References (f) and (g).

Appendixes

1. Personnel Estimate Format
2. Logistics Estimate Format
3. Planning Directive Format
4. Commander's Estimate Format

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APPENDIX 1 TO ENCLOSURE 4PERSONNEL ESTIMATE TEMPLATE

SECURITY CLASSIFICATION

Originating Section, Issuing Headquarters

Place of Issue

Date-time Group

(When this estimate is distributed outside the issuing headquarters, the first line of the heading is the official designation of the issuing command, and the ending of the estimate is modified to include authentication by the authoring section, division, or other official according to local policy.)

PERSONNEL ESTIMATE NUMBER _____ (Normally, these are numbered sequentially during a calendar year.)

REFERENCES:

- a. Maps and charts.
- b. Other pertinent documents.

1. Mission. State the mission of the command as a whole, taken from the commander's mission analysis, planning guidance, or other statements.

2. Situation and Considerations

a. Characteristics of the Area of Operation. Summarize data about the area, taken from the intelligence estimate or area study, with specific emphasis on significant factors affecting personnel activities.

b. Adversary Forces

(1) Strength and Dispositions. Refer to current intelligence estimate.

(2) Adversary Capabilities. Discuss adversary capabilities, taken from the current intelligence estimate with specific emphasis on their impact on personnel matters. Where no actual human enemy exists, capabilities and characteristics may be ascribable to a "virtual enemy," consisting of a circumstance or natural event.

c. Friendly Forces

(1) Present Disposition of Major Elements. Include an estimate of their strengths.

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(2) Own Courses of Action (COA). State the proposed COAs under consideration, obtained from operations or plans division.

(3) Probable Tactical Developments. Review major deployments necessary in initial and subsequent phases of the operation proposed.

d. Logistic Situation. State known logistic problems, if any, that may affect the personnel situation.

e. Command, Control, and Communications Situation. State the command, control, and communications situation, emphasizing known problems that may affect the personnel situation.

f. Assumptions. State assumptions about the personnel situation made for this estimate. Because basic assumptions for the operation already have been made and will appear in planning guidance and in the plan itself, they should not be repeated here. Certain personnel assumptions that may have been made in preparing this estimate should be stated here.

g. Special Features. List anything not covered elsewhere in the estimate that may influence the personnel situation. For example, identify civil and indigenous labor resources available or essential to support military operations.

h. Regional and Language Expertise Requirements. Identify regional expertise and linguistic requirements essential to support proposed operations.

i. Personnel Situation. State known or anticipated personnel problems that may influence selection of a specific COA.

3. Personnel Analysis of Own COA. Make an orderly examination of the personnel factors influencing the proposed COAs to determine the manner and degree of that influence and to isolate the personnel implications that should be weighed by the Commander in the Commander's estimate of the situation.

a. Analyze each COA from the personnel point of view. The detail in which the analysis is made is determined by considering the level of command, scope of contemplated operations, and urgency of need.

b. The personnel factors described in paragraph 2 establish the elements to be analyzed for each COA under consideration. Examine these personnel factors realistically and include appropriate considerations of climate and weather, terrain, hydrography, adversary capabilities, and other significant factors that may have an impact on the personnel situation as it affects the COAs.

c. Throughout the analysis, keep personnel considerations foremost in mind. The analysis is not intended to produce a decision but to ensure that all applicable personnel factors have been considered and to be the basis of paragraphs 4 and 5.

4. Comparison of Own COA

- a. List the advantages and disadvantages of each proposed COA from the J-1's point of view.
- b. Use a worksheet similar to the one in the commander's estimate, if necessary.

5. Conclusions

- a. State whether or not the mission set forth in paragraph 1 can be supported from a personnel standpoint.
- b. State which COA under consideration can best be supported from a personnel standpoint.
- c. Identify the major personnel deficiencies that must be brought to the commander's attention. Include recommendations of methods to eliminate or reduce the effects of those deficiencies.

(Signed) _____
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APPENDIXES: (By number and title). Use appendixes when the information is in graphs or is of such detail and volume that inclusion in the body makes the estimates too cumbersome. Appendixes should be lettered sequentially as they occur throughout the estimate.

DISTRIBUTION:

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APPENDIX 2 TO ENCLOSURE 4LOGISTICS ESTIMATE TEMPLATE

SECURITY CLASSIFICATION

Originating Division, Issuing Headquarters
Place of Issue
Date-time Group

(When this estimate is distributed outside the issuing headquarters, the first line of the heading is the official designation of the issuing command, and the ending of the estimate is modified to include authentication by the authoring section, division, or other official according to local policy.)

LOGISTIC ESTIMATE NUMBER _____ (Normally, these are numbered sequentially during a calendar year.)

REFERENCES:

- a. Maps and charts.
- b. Other pertinent documents.

1. Mission. State the mission of the command as a whole, taken from the commander's mission analysis, planning guidance, or other statements.

2. Situation and Conditions

a. Characteristics of the Area of Operation (AO)/Joint Operations Area (JOA). Summarize data about the area, taken from the intelligence estimate or area study, with specific emphasis on significant factors affecting logistic activities.

b. Enemy Forces

(1) Strength and Dispositions. Refer to current intelligence estimate.

(2) Enemy Capabilities. Discuss enemy capabilities, taken from the current intelligence estimate, with specific emphasis on their impact on the logistic situation. Address enemy abilities to interdict strategic sealift and airlift, to attack and reduce the effectiveness of transportation nodes, and to attack pre-positioned stocks ashore and afloat, if applicable. Where no actual human enemy exists, capabilities and characteristics may be ascribable to a "virtual enemy," consisting of a circumstance or natural event.

c. Friendly Forces

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(1) Present Disposition of Major Elements. Include an estimate of their strengths.

(2) Own Courses of Action (COAs). State the proposed COAs under consideration, obtained from operations or plans division.

(3) Probable Tactical Developments. Review major deployments and logistic preparations necessary in all phases of the operation proposed.

d. Personnel Situation. State known personnel problems or constraints that may affect the logistic situation. Identify specialty and skill-level shortages.

e. Command, Control, and Communications Situation. State the command, control, and communications situation, emphasizing command, control, and communications problems that may affect the logistic situation.

f. Assumptions. State assumptions about the logistic aspects of the situation made for this estimate. Because basic assumptions for the operation already have been made and will appear in planning guidance and in the plan itself, they should not be repeated here. Certain logistic assumptions may have been made in preparing this estimate, and those should be stated.

g. Special Features. Special features not covered elsewhere in the estimate that may influence the logistic situation may be stated here.

h. Logistic Situation

(1) Supply and Service Installations. Describe and give location of key supply and service installations that will be used to support the operation.

(2) Supply. State availability of Prepositioned War Reserve Stock, authorized levels of supply, known deficiencies of supply stocks and supply systems, and applicable supply responsibilities and policies. Identify existing supply constraints and controlled supply rates.

(3) Transportation. List air, sea, and surface transportation availability, coordination, regulations, lift capability, responsibilities, and policies regarding supply.

(4) Medical Services. Describe availability of evacuation and hospital facilities and medical responsibilities and policies, including the anticipated evacuation policy.

(5) Civil Engineering Support. List responsibilities for civil engineering support, limiting factors, and other appropriate considerations.

(6) Host-Nation Support. Not Applicable.

(7) Miscellaneous. Include other logistic matters not considered elsewhere that may influence selection of a specific COA. Include identity of known deficiencies of combat service

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support. Also, consider the requirement to meet minimum essential needs of civil populace for whom the Commander may become responsible.

3. Logistic Analysis of Own COA. Make an orderly examination of the logistic factors influencing the proposed COAs to determine the manner and degree of that influence. The objective of this analysis is to determine if the logistic requirements can be met and to isolate the logistic implications that should be weighed by the commander in the commander's estimate of the situation.

a. Analyze each COA from the logistic point of view. The detail in which the analysis is made is determined by considering the level of command, scope of contemplated operations, and urgency of need.

b. For each COA under consideration, analyze the logistic factors described in paragraph 2. Examine these factors realistically from the standpoint of requirements versus actual or programmed capabilities, climate and weather, hydrography, time and space, enemy capabilities, and other significant factors that may have an impact on the logistic situation as it affects the COAs.

c. Throughout the analysis, keep logistic considerations foremost in mind. The analysis is not intended to produce a decision; it is intended to ensure that all applicable logistic factors have been properly considered and serve as the basis for the comparisons in paragraph 4.

4. Comparison of Own COA

a. List the advantages and disadvantages of each proposed COA from the J-4's point of view.

b. Use a worksheet similar to that used for the Commander's estimate, if necessary.

5. Conclusions

a. State whether or not the mission set forth in paragraph 1 can be supported from a logistic standpoint.

b. State which COA under consideration can best be supported from a logistic standpoint.

c. Identify the major logistic deficiencies that must be brought to the commander's attention. Include recommendations concerning the methods to eliminate or reduce the effects of those deficiencies.

(Signed) _____
J-4

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APPENDIXES: (By number and title). Use appendixes when the information is in graphs or is of such detail and volume that inclusion in the body makes the estimates too cumbersome. Appendixes should be lettered sequentially as they occur throughout the estimate.

DISTRIBUTION:

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APPENDIX 3 TO ENCLOSURE 4PLANNING DIRECTIVE TEMPLATE

SECURITY CLASSIFICATION

Copy Number _____

Issuing Headquarters

Place of Issue

Message Reference/Number Date-time Group

PLANNING DIRECTIVE FOR PLAN DESIGNATION

REFERENCES:

- a. Maps or charts
- b. Pertinent documents

1. Purpose. This Planning Directive identifies planning responsibilities for developing USxxxCOM CONPLAN xxxx-xx. It provides guidance and requirements to the HQ JTF CapMed staff and subordinate commands concerning coordinated planning actions for plan development.

2. Mission

- a. Write a clear and concise statement of the mission for the command.
- b. A paragraph should list the national strategic or operational-level objectives that comprise the end state and desired effects (if specified), and the tasks, including:

(1) Specified Tasks. Those assigned by higher headquarters. In general, specified tasks should have a reference.

(2) Implied Tasks. Those deduced or implied tasks that must be described to convey a clear understanding of the overall mission.

- c. If the analysis of the mission or task(s) has not progressed to the point where it can be formally stated, present the commander's best estimate of the mission.

3. Commander's Analysis

- a. Commander's Intent

(1) Purpose.

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(2) Desired strategic effects.

(3) Key tasks.

(4) End state.

b. This paragraph contains the commander's analysis of the mission and, in broad terms, how the mission is to be carried out by phases.

4. Assumptions and Constraints

a. State assumptions necessary to continue planning. They will be treated as facts by subordinate commands. The list is not final; assumptions may be added or dropped during planning.

b. State the constraints that apply to the plan.

5. Forces Apportioned. Give information on the type and availability of major combat and combat-support forces.

a. Assigned forces.

b. Augmenting forces.

6. Proposed Courses of Action (COAs)

a. List COAs to be considered by the staff. Include those tentative COAs that were suggested by the Commander in the planning guidance, as well as those proposed by the Commander's J-3 and/or J-5 for consideration.

b. Any of these COAs may be discarded and/or refined and new ones identified and proposed as the planning process continues.

7. Guidance

a. Nuclear and Chemical Defense Weapons. Not Provided.

b. Political Considerations

(1) Include guidance from higher authority.

(2) List Status of Forces Agreements or basing rights that affect the operation.

c. Mobility Resources

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(1) Identify strategic or tactical lift assets apportioned for planning.

(2) Highlight priorities or constraints for transportation assets.

(3) Ports of Embarkation (POEs), Ports of Debarkation (PODs), and Intermediate Staging Bases (ISBs). In subparagraphs identify the POEs, PODs, and ISBs to be used in support of the plan.

d. Supporting and Subordinate Commands and Agencies. Give preliminary information about support from adjacent and lower echelons.

e. Command and Control. State the command and control organization selected by the commander.

f. Other. Include guidance that the Commander determines to be necessary. The formation of a JTF HQ to support planning includes training requirements that are strongly recommended for JTF HQ staff personnel. Although an in-depth training opportunity may not be available due to urgency of response required, JTF HQ staff personnel should have an opportunity to review and familiarize a wide range of operational topics and gain a general understanding of JTF HQ policies and procedures before deployment.

8. Tasks

a. Delineate staff responsibilities to begin development of staff estimates.

b. Coordinating Instructions

(1) Adjacent and subordinate command and agency coordination required.

(2) Uni-Service, common, and cross-coordination required.

9. Administration

a. Planning Schedule

(1) Planning conferences scheduled.

(2) Basic Plan completion suspense.

(3) Annex completion suspense.

(4) Other milestone events determined necessary.

b. Inter-staff Liaison Instructions

c. Coordination

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(1) Highlight priorities or constraints for transportation assets.

(2) POEs, PODs, and ISBs. In sub-paragraphs identify the POEs, PODs, and ISBs to be used in support of the plan.

d. Supporting and Subordinate Commands and Agencies. Give preliminary information about support from adjacent and lower echelons.

e. Command and Control. State the command and control organization selected by the commander.

f. Other. Include guidance that the Commander determines to be necessary. The formation of a JTF HQ to support planning includes training requirements that are strongly recommended for JTF HQ staff personnel. Although an in-depth training opportunity may not be available due to urgency of response required, JTF HQ staff personnel should have an opportunity to review and familiarize a wide range of operational topics and gain a general understanding of JTF HQ policies and procedures before deployment.

10. Tasks

a. Delineate staff responsibilities to begin development of staff estimates.

b. Coordinating Instructions

(1) Adjacent and subordinate command and agency coordination required.

(2) Uni-Service, common, and cross-coordination required.

11. Administration

a. Planning Schedule

(1) Planning conferences scheduled.

(2) Basic Plan completion suspense.

(3) Annex completion suspense.

(4) Other milestone events determined necessary.

b. Inter-staff Liaison Instructions

c. Coordination

(1) Action officer designation.

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(2) Reports known or anticipated.

d. Security Instructions

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APPENDIX 4 TO ENCLOSURE 4COMMANDER'S ESTIMATE TEMPLATE

Title: Commander's Estimate

1. Mission Analysis.

a. Facts.

b. Key assumptions.

c. Limitations.

(1) Constraints (Must do)

(2) Restraints (Must not do)

d. Enemy centers of gravity (COG). Identify the critical capabilities supporting each COG and the critical vulnerabilities within each critical capability.

(1) Enemy COG #1

(a) Critical Capability #1

1. Critical Vulnerability #1

2. Critical Vulnerability #2

e. Friendly COG. Identify the critical capabilities supporting each COG and the critical vulnerabilities within each critical capability.

(1) Friendly COG #1

(a) Critical Capability #1

1. Critical Vulnerability #1

2. Critical Vulnerability #2

f. Essential tasks necessary to accomplish the mission.

g. End state.

h. Mission statement.

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2. Courses of Action (COAs). This paragraph is the foundation of the estimate and may encompass considerable detail.

a. Enemy COAs

(1) Summarize potential enemy COAs.

(2) Describe likely indications and warning that an enemy is preparing for military operations in the affected area.

(3) Provide other information that will assist the Secretary of Defense and Chairman of the Joint Chiefs of Staff in evaluating various COAs.

b. Friendly COAs. List COAs that offer suitable, feasible, and acceptable means of accomplishing the mission. Address the following for each COA:

(1) Combat capability required (e.g., urban combat, air superiority, maritime interdiction)

(2) Force provider

(3) Potential destination

(4) Required delivery dates

(5) Coordinated deployment estimate

(6) Employment estimate

(7) Estimated transportation requirements

c. COA Analysis. Summarize results from wargaming friendly and enemy COAs. Highlight enemy capabilities that may significantly affect friendly COAs.

d. COA Comparison. Identify and discuss the advantages and disadvantages of each COA.

e. Recommended COAs. State the recommended COA(s). Include any recommended changes to the rules of engagement in effect at that time.

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GLOSSARYPART I. ABBREVIATIONS AND ACRONYMS

CAP	Crisis Action Planning
CCDR	Combatant Commander
CJTF	Commander, JTF CapMed
COA	course of action
CONOPS	Concept of Operations
JFC	Joint Force Commander
JOA	Joint Operations Area
JOPES	Joint Operation Planning and Execution System
JOPP	Joint Operation Planning Process
JPG	Joint Planning Group
JRSOI	Joint Reception, Staging, Onward Movement and Integration
JTF CapMed	Joint Task Force National Capital Region Medical
JTF HQ	Joint Task Force Headquarters
MTF	Medical Treatment Facility
OPLAN	Operation Plan
OPORD	Operation Orders

PART II. DEFINITIONS

board. Defined in Joint Publication 1-02 (Reference (k)).

CAP. One of the two types of joint operation planning. The JOPES process involving the time-sensitive development of joint operation plans and operation orders for the deployment, employment, and sustainment of assigned and allocated forces and resources in response to an imminent crisis. Crisis action planning is based on the actual circumstances that exist at the time planning occurs.

Commander's Critical Information Requirement. An information requirement identified by the commander as being critical to facilitating timely decision making. The two key elements are friendly force information requirements and priority intelligence requirements in accordance with Joint Publication 3-0 (Reference (l)).

contingency planning. The JOPES planning activities that occur in non-crisis situations. The Joint Planning and Execution Community uses contingency planning to develop operation plans

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for a broad range of contingencies based on requirements identified in the Contingency Planning Guidance, Joint Strategic Capabilities Plan, or other planning directive. Contingency planning underpins and facilitates the transition to crisis action planning.

decision. In an estimate of the situation, a clear and concise statement of the line of action intended to be followed by the commander as the one most favorable to the successful accomplishment of the assigned mission.

Essential Elements of Friendly Information. Key questions likely to be asked by adversary officials and intelligence systems about specific friendly intentions, capabilities, and activities, so they can obtain answers critical to their operational effectiveness. Joint Publication 2-01 (Reference (m)).

Friendly Force Information Requirement. Information the commander and staff need to understand the status of friendly force and supporting capabilities. Approximately the same as Essential Elements of Friendly Information (Reference (l)).

JPG. A planning organization consisting of designated representatives of the joint force headquarters principal and special staff sections, joint force components (Service and/or functional), and other supporting organizations or agencies as deemed necessary by the joint force commander.

Priority Intelligence Requirement. An intelligence requirement, stated as a priority for intelligence support, that the commander and staff need to understand the adversary or the operational environment in accordance with Joint Publication 2-0 (Reference (n)).